

# 2004 Annual Report

**The Georgia Merit System of Personnel Administration**



# The Georgia Merit System

## Commissioner's Message



It is an honor to present the fiscal year 2004 Annual Report.

I believe this report will reflect the level of dedication this agency's staff continues to demonstrate. Our commitment to leadership in recruitment, development, and retention of Georgia's state government workforce has not wavered. Our wildly important goal, in keeping with the Governor's vision of becoming the "Best Managed State in the Nation," is to be the "Best Workforce in the Best Managed State."

Since its inception, the Georgia Merit System has always been a leader and model in state government for Human Resource (HR) initiatives. We continued to be trailblazers by providing expert leadership and receiving national and international recognition in areas such as Total Compensation and Rewards, Workforce Planning, and Leadership Development. These areas remain our highest priorities as we continue with a commitment to champion workforce excellence in the delivery of services to our customers and the people of Georgia. Although we faced many challenges with ongoing budget constraints, we re-aligned our resources and instituted the idea of doing more with less to ensure the absolute success of Georgia's workforce.

As you read the following pages, you will be given a glimpse of our accomplishments for fiscal year 2004. We provided continuous learning and development opportunities for state agency heads and their employees. Attendance at the 2003 Annual Workforce Planning Conference reached a record high, as did agency participation in Georgia's Public Employee Recognition Week activities. GMS was the recipient of the Model State Government Award from the FranklinCovey Institute and the Eugene H. Rooney Leadership in Human Resource Management Award from the National Association of State Personnel Executives (NASPE). We developed the Covey Principle-Centered Leadership Pilot Program and provided a staff of certified facilitators/consultants for continuous support to participating pilot agencies. Our Total Compensation/Total Rewards initiative serves as a national model resulting in our development of a Total Rewards survey used by HR professionals across the country.

Each year brings with it new challenges and new opportunities and we feel good about what we've accomplished. We look forward to the year ahead and to the opportunities that will present themselves through the Governor's new initiatives and our relationship with the Commission for a New Georgia. We plan to surpass our previous goals and accomplishments while responding proactively to our customer's needs and any future challenges.

Sincerely,

A handwritten signature in black ink that reads "Peggy D. Rosser". The signature is written in a cursive, flowing style.

Peggy D. Rosser, Acting Commissioner

# *The Georgia Merit System*

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# *The Georgia Merit System*

## ***Historical Overview***

The Georgia Merit System of Personnel Administration (GMS) was established in February 1943 (SB 17) as the central personnel agency of the state of Georgia, providing human resource (HR) and benefit programs, products and services to all state entities and employees. The core responsibility of the GMS was to establish “a system of personnel administration that would attract, select and retain the best employees, based on merit, with incentives in the form of equal opportunities for all.” Source: OCGA 45-20-1 (a). It is also the state's central recordkeeping agency for state employee data and the central means of monitoring state personnel practices.

Although the role and structure of the Merit System changed with Merit System Reform in 1996 (SB 635), its leadership and responsibility to provide services that enable a productive state workforce has not. Reform changed the role of the Merit System from that of being regulation driven to that of being customer driven, serving more as an expert human resource consultant and facilitator of workforce planning and policies that cross agency lines. This new role created a new balance between the human resource function of the Merit System and the operating agencies. The Merit System works with state agencies to recruit, hire, train, develop and retain their workforce, enhance organizational and employee performance, and provide employee benefits and financial security services through the administration of the state's flexible benefits and deferred compensation programs.

State agencies work with the Merit System as enthusiastic partners in developing workforce planning model processes that reflect agency and state business objectives; updating the performance management process; developing HR auditing processes; developing total compensation/rewards strategies; instituting diversity management initiatives; and implementing a telework program.



# *The Georgia Merit System*

## ***Vision***

We envision a highly competent and diverse workforce that meets the needs of state government and the expectations of the people of Georgia.

## ***Mission***

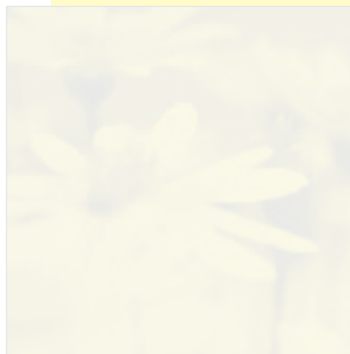
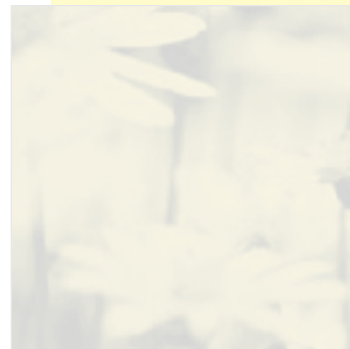
The Georgia Merit System champions workforce excellence and provides leadership that enables state government to achieve its business objectives by using innovative strategies to recruit, develop, and retain a competent and diverse workforce.

## ***Service Strategy***

We can; We care; We customize.

## ***Guiding Principles***

- ☐ Employees are our greatest asset.
- ☐ Integrity and excellence are at the heart of all our decisions.
- ☐ We exist for our customers.
- ☐ Everyone deserves mutual respect and understanding.
- ☐ We create a work environment that supports and rewards continuous learning, continuous improvement, creativity, and high performance.



# *The Georgia Merit System*



M. David Alalof  
Chair



Geri P Thomas  
Vice Chair



Claybon J. Edwards  
Member



Melinda Langston  
Member

## ***State Personnel Board***

The Governor appoints five citizens to the State Personnel Board for five-year terms. The Commissioner of the Georgia Merit System serves on the Board as the Executive Secretary. The functions, duties and authority of the State Personnel Board include:

- ☐ Improvement of personnel administration in state agencies representing the best interest of the citizens of Georgia;
- ☐ Determining appropriate goals and objectives for the State Merit System and providing policies for their accomplishment;
- ☐ Adopting and amending policies, rules and regulations; and
- ☐ Reviewing appeals of adverse personnel actions.

## ***Employee Benefit Plan Council***

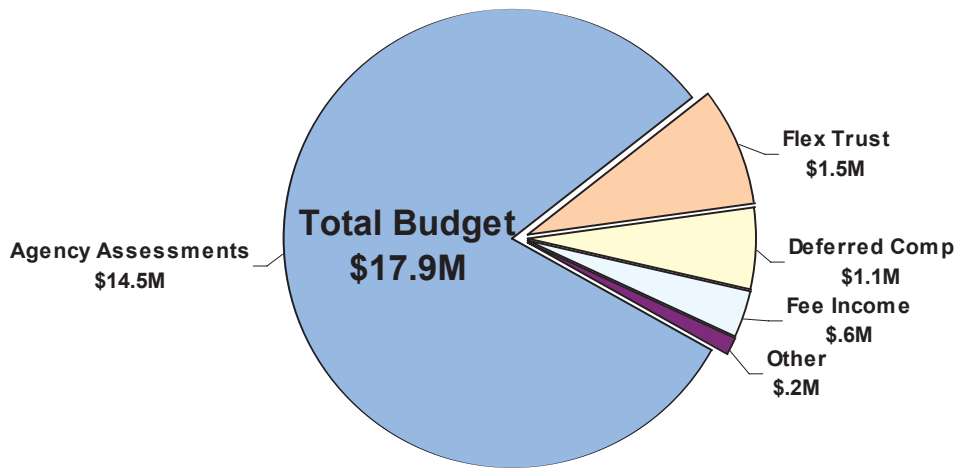
The State Personnel Board members also serve on the Employee Benefit Plan Council. The Benefit Plan Council is a ten-member council appointed by the Governor and consists of:

- ☐ The five members of the State Personnel Board;
- ☐ Two department heads who have employees eligible to participate in the employee benefit plans;
- ☐ Two state employees who are eligible to participate in the employee benefit plans; and
- ☐ One member from a corporation domiciled in the state of Georgia that insures or administers employee benefit plans .

The chair of the State Personnel Board also serves as the chair of the Council.

# *The Georgia Merit System*

## *Employee Budget - FY2004*



### **FY 2004**

#### **Deferred Compensation Participants Investments**

<input type="checkbox"/> 457 Plan	18,056	\$440.4 million
<input type="checkbox"/> 401k Plan	20,483	\$172.9 million

#### **Annual Collections in Flexible Benefits Program**

- ☐ \$97 million
- ☐ 13 Positions

## *Agency Fund Sources Fiscal Year 2004 Budget*

# Georgia Merit System

## Highlights

### **Workforce Planning**

This year, the Georgia Merit System reached a record high in attendance at the 2003 Workforce Planning and Development Conference, “Growing Tomorrow’s Leaders in Today’s Workforce.” The conference provided agency heads, human resource professionals, budget professionals, and other key managers/employees with vital information, tools and resources to propel the strategic/business plans of their organization.

### **Model State Government Award**

The Model State Government Award was presented to GMS, at the FranklinCovey Symposium, for its execution of Principle Centered Leadership throughout state government.

### **Learning Needs Assessment**

In FY 2003, the Georgia Merit System completed “The Challenge of Leadership”, a Study of Leadership Development Needs in Georgia State Government.” This assessment involved almost 400 leaders ranging from first-line supervisors to agency executives. A second assessment “Human Resource Management in Georgia State Government, a Study of Professional Development Needs,”

was also completed. This assessment includes feedback from 170 leaders including three executives from the Governor’s Office, nine Commissioners or Deputy Commissioners, HR directors, managers, and staff from 21 state agencies. This information helped shape plans and the design for a Governor’s Leadership Institute to be unveiled next year.

### **The Eugene H. Rooney Leadership in State H.R. Management Award**

The Eugene H. Rooney Leadership in State H.R. Management Award was presented to former Commissioner Marjorie H. Young (retired October 2004) by the National Association of State Personnel Executives (NASPE) at the national conference held in Biloxi, Mississippi.

### **Total Rewards/Total Compensation**

Georgia’s Total Rewards/Total Compensation initiative has been recognized as a national model. Former GMS Commissioner Marjorie H. Young served as chairperson of the NASPE Total Rewards committee leading NASPE’s assessment of Total Rewards nationally. As a result, states and organizations now have a complete compensation picture to compare in their recruiting efforts.

## Workforce Development & Alignment

Leadership and Organizational Development is the first sub-program under Workforce Development and Alignment. Its purpose is to enable state agencies to acquire and align staffing resources to meet workforce and business needs in an effective and efficient manner. It helps to ensure the implementation of HR best practices through the development and use of sound, fair, and equitable policies and rules, and customized strategies and interventions. The second sub-program, Employee Development, provides continuous opportunities for state employees to grow and develop professionally, resulting in increased productivity for state agencies. This program provides ongoing support and learning opportunities by encouraging employees to participate in work-related training and development.



# *Workforce Development & Alignment*

## *Workforce Planning*

- ☐ Integrated workforce planning into the strategic planning process and guidelines.
- ☐ Developed Workforce Planning components of Georgia's Consolidated Strategic Planning and Program Budgeting Guidelines.
- ☐ Partnered with Georgia Power Company and Southern Company in benchmarking workforce planning practices.
- ☐ Developed Integrated Framework for Workforce Acquisition Development and Retention
- ☐ Completed development of CHAMP, Georgia's suite of automated, web-enabled competency-based employee selection and development tools.
- ☐ Developed prototype of SurveyER, Georgia's automated employee satisfaction and exit survey tool.
- ☐ Released version 3.0 of SWiFT, Georgia's Strategic Workforce Tool, with enhanced trend analysis for diversity, turnover, and retirements.
- ☐ Reviewed and provided feedback on 20 FY 2005 agency workforce plans.
- ☐ Consulted with all agencies in producing FY 2006 workforce plans.
- ☐ Developed Competency Profiling Processes for Georgia's Career Banding Initiative.  
Created Competency Profiles for three career banding pilots.

## *Succession Planning*

- ☐ Developed succession planning guidelines; and piloted full and half-day training sessions.
- ☐ Developed and piloted Georgia's automated Leadership Talent Identification and Development Tool.
- ☐ Completed a statewide survey of succession planning practices revealing that 25 agencies are implementing practices and 15 agencies are planning to do so.

# *Workforce Development & Alignment*

## ***Employee Management Relations***

### **HR Policies, Rules Development & Interpretation**

In accordance with O.C.G.A. § 45-20-1, et seq., the Georgia Merit System assists state government in operating within a framework of consistent personnel policies and practices to promote workforce productivity and sound business practices in the public sector. For fiscal year 2004, GMS:

- ☐ Provided consultant services to 5,199 HR managers and employees in more than 90 agencies, in and outside of state government.
- ☐ Provided best practice recommendations for sound personnel practices, policy development strategies, and accurate interpretive assistance to more than 2,000 HR professionals and staff.
- ☐ Developed a series of management and development seminars, through which over 400 managers and employees received detailed guidance on proven managerial practices and state personnel policies/processes.
- ☐ Processed 44 Reduction-in-Force plans, affecting more than 3,000 employees.
- ☐ Responded to 65 constituent inquiries.

### **Alternative Dispute Resolution Services**

It is the policy of the State Personnel Board and the intent of Georgia Merit System to provide alternative forums for resolving workplace conflicts to enhance employee effectiveness and efficiency, cut down on the number of employment-related EEOC filings, and to improve working conditions between managers and their employees. This fiscal year, GMS:

- ☐ Responded to 78 grievance issues and complaints concerning matters related to the employment of the employee.
- ☐ Counseled employees and management on 130 occasions to make reasonable efforts to resolve disputes to prevent formal grievances, resulting in only two (2) grievance hearings being held in FY 2004.
- ☐ Facilitated 15 neutral, third party mediation sessions statewide. Agreements were reached in 94 percent of the sessions.
- ☐ Provided confidential assistance to 88 employees and managers on mediation related inquiries.
- ☐ Responded to 55 adverse action inquiries pertaining to the loss of pay, salary reductions, reprimands, transfers, demotions, suspensions, and dismissals.

# Workforce Development & Alignment

## Human Resource Audit

The Statewide Human Resource (HR) Audit provides Georgia's state agencies with a self-appraisal instrument that allows them to assess and improve their current human resource practices. The development of the audit is based upon Georgia Code 45-20-1, Sections 2c, 8 and 9, which calls for establishing and auditing the internal human resources standards and processes across state agencies. The audit process is designed to assure that agencies are following state and federal personnel guidelines, establishing standards and processes, and instituting best practices within their human resource departments. Initially launched in FY2003, the web-enabled audit consists of four separate modules covering the following areas of human resource practice: Classification, Compensation, Performance Management, and Recruitment and Selection.

- ☐ A final report on Georgia's HR Audit was submitted to the Governor's Office, State Legislators, Agency Heads, and the State Personnel Board in November 2003.
- ☐ HR Audit was expanded with new content areas and an additional Safety Administration module.
- ☐ Web site was officially accessible on January 5, 2004, with agency submissions due by June 30, 2004.
- ☐ A total of 31 executive agencies submitted data for the FY2004 audit.
- ☐ Executive branch agencies achieved an overall mean score of 88 on the FY2004 Statewide Human Resource Audit.

<b><u>Audit Modules Mean Statistics</u></b>	<b><u>FY2004 Means</u></b>
Classification Management	91
Compensation Management	88
Performance Management	89
Recruitment & Selection Assessment	84
<u>Safety Administration</u>	<u>64</u>
Overall Score	88

# *Workforce Development & Alignment*

## ***Leadership Development & Training***

The Georgia Merit System provides a wide range of courses and programs to enhance the leadership skills and competencies of leaders, managers, and supervisors in Georgia state government. In Fiscal Year 2004, GMS:

- ☐ Spearheaded the Principle-Centered Leadership (PCL) Pilot Program that employed strategies and tools for improving the execution of organizational goals. Ten state agencies participated in the pilot efforts.
- ☐ Provided agency Covey-certified facilitatory/consultants for continuous support to PCL pilot agencies.
- ☐ Trained 3,584 state managers and supervisors by conducting 194 training sessions supporting leadership development.

## ***Knowledge Management***

GMS developed an inclusive three-step process to help facilitate the current Knowledge Management (KM) activities within state agencies and provided a foundation for agencies wanting to develop KM programs.

Step 1: Involves the development, identification, collection and organization of the agency's internal knowledge and best practices.

Step 2: Involves the sharing and understanding of the knowledge and best practices developed and identified in step one. This step involves the distilling of information throughout the organization, assuring that the people who need the knowledge get it.

Step 3: Involves the adaptation and application of knowledge. This is the action step, and needs to be ongoing for a successful KM program. It is within step three that the agency's internal knowledge and best practices are used for problem solving, dynamic learning, strategic planning and decision-making.

## ***Workplace Safety***

GMS provides leadership and direction to the Georgia Interagency Safety Advisory Council (GISAC). The council has been instrumental in elevating the safety awareness in state agencies. In fiscal year 2004, the Council:

- ☐ Recognized and supported June 2004 as Safety Month. June was proclaimed "Safety Month in Georgia" by Governor Sonny Perdue. The 2004 theme was "Crash Free June," which focused on making the state's highways safer for motorists and pedestrians.
- ☐ Conducted an Agency Safety Coordinator Workshop in June 2004 with the theme "Leading Your Safety Effort and Making a Difference." The workshop featured discussion of the Automated External Defibrillator (or AED), state safety resources, and 2003- 2004 injury and loss data. More than 75 participants attended this one-day event.



# *Workforce Development & Alignment*

## ***Performance Management System***

### **Performance Management**

GMS is the proponent of the Georgia Performance Management Process (PMP) that is used by the majority of state agencies. During FY 2004, GMS:

- ☐ Conducted 14 instructor-led sessions of Fundamentals of the Georgia Performance Management Process training, as well as training in various other components of PMP. GMS trained 183 state managers and supervisors.
- ☐ Trained 72 managers and supervisors through 13 online (e-Learning) sessions of PMP courses.

### **Performance Management Tools**

The Georgia Merit System designed the PMTools software to assist managers and supervisors in the Performance Management Process. This software package provides managers and supervisors with a tool to easily create performance plans, complete mid-year and end-of-year performance evaluations, record employee performance on a notes page or "diary", and print associated forms and reports, electronically. GMS staff responded to 912 requests for technical assistance from the 350 state entities whose supervisors and managers utilize PMTools across the state.

## ***Employee Development & Training***

GMS provides a variety of programs to develop professional skills and enhance work-related knowledge of employees in state government. In Fiscal Year 2004, GMS:

- ☐ Provided training for 1,488 state employees in 22 courses.
- ☐ Hosted the 13th Annual Professional Development Conference for Support Staff, a Spring Conference for Administrative Professionals, and the Annual Briefing for Administrative Professionals in four locations around the state.
- ☐ Provided extensive training for 35 administrative assistants through the Professional Secretaries Development Program.
- ☐ Provided tailored curricula to meet the specific employee development needs for 11 state agencies.
- ☐ Trained 492 employees in 58 sessions in the critical skills area of personal computers (PC). These sessions focused on Microsoft Office software programs.

# Total Compensation & Rewards

## Total Compensation & Rewards

The state of Georgia recognizes that its agencies must become more competitive in recruitment and retention efforts by aggressively marketing the value of meaningful public service and a combined compensation and benefits package for potential and current employees. Georgia's Total Rewards/Compensation is a holistic approach that addresses base pay + incentive pay + benefits valuation + work-life issues as one value.

### Goals:

- ☐ Enhance public's perception of the value of public service and public servants.
- ☐ Increase the awareness and satisfaction of the Total Compensation/Rewards Program among state employees and applicants through communication and education initiatives.
- ☐ Add value to the Total Compensation/Rewards package by identifying additional, no cost/low cost options.
- ☐ Incorporate additional eligible employees into the benefit plan.
- ☐ Expand the Employee Assistance Program (EAP) to provide statewide employee coverage to enhance the existing statewide consultative services for managers.

### Accomplishments:

- ☐ Completed evaluation of benefits by partnering with Hewitt and Associates.
- ☐ Raised awareness of the value of the state's Total Rewards package through employee newsletters, annual total compensation/rewards statement, and e-mail to employees and applicants.
- ☐ Expanded the concept of recruitment to include retirees, job sharing and part-time employment.
- ☐ Continued recognition of state employees' contributions through the statewide employees' recognition program.
- ☐ Expanded the work-life initiative.
- ☐ Enhanced EAP/Wellness and Safety programs to assure the employees' ability to remain fully productive, saving the state millions of dollars in workers' compensation, medical and property claims and absenteeism.
- ☐ Expanded on-line Open Enrollment to encourage employees to select benefits using the Internet. Online enrollment increased for its third consecutive year.

<b><u>Year</u></b>	<b><u>Web Enrollment</u></b>	<b><u>Total Population</u></b>	<b><u>Web Enrollment Percentage</u></b>
2002	24,459	88,986	27.40
2003	45,560	103,423	44.00
2004	53,484	104,916	50.90

- ☐ Georgia's Total Compensation & Rewards initiative was recognized by the National Association of State Personnel Executives (NASPE) as a national model and as one to propose to other states.
- ☐ GMS's leadership led a NASPE Total Rewards committee which resulted in a national Total Rewards study and survey that is used by state HR executives across the country in their strategic and workforce planning efforts with state governors and legislators.

# Total Compensation & Rewards

## Classification & Salary Planning Services

### Career Banding

This year, the Georgia Merit System (GMS) developed the structure for Career Banding, a classification system built around broad career profiles with competency models and developmental programs. The new structure is designed to:

- ☐ Replace more than 3,600 jobs with no more than 500 streamlined career profiles. Currently, 3,417 jobs account for only 25 percent of state employees.
- ☐ Consolidate current 22 pay grades on the statewide salary plan to five or six bands.

## State Workforce Information

Distribution of Employees by Branch (July 1, 2004 Data)		
Branch	Number of Employees	Average Salary
Executive Branch	59,387	\$33,130.43
Legislative Branch (Including Audits)	806	\$40,443.60
Judicial Branch (Including Law Department)	1,413	\$65,815.16
<b>Subtotal</b>	<b>61,606</b>	
Other:		
Community Service Boards and County Board Operated Programs (Mental Health/Mental Retardation/Substance Abuse)	8,064	\$27,739.74
County Public Health	5,046	\$31,655.13
Technical Colleges	4,810	\$42,550.10
Authorities	1,954	\$40,726.07
<b>Subtotal</b>	<b>19,874</b>	
<b>TOTAL:</b>	<b>81,480</b>	

# Total Compensation & Rewards

## Distribution of Employees by Department

Distribution of Employees by Department (July 1, 2004 Data)		
Agency	Number of Employees	Percent of All Employees
GA Dept of Human Resources/DFCS	18,211	22.35%
Ga. Dept. of Corrections	14,056	17.25%
Community Service Boards	7,787	9.56%
Ga. Dept. of Transportation	5,768	7.08%
Public Health	5,046	6.19%
Technical Colleges	4,810	5.90%
Ga. Dept. of Labor	4,006	4.92%
Dept. of Juvenile Justice	3,759	4.61%
Ga. Dept. of Natural Resources	2,377	2.92%
Ga. Dept. of Public Safety	1,446	1.77%
Ga. Dept. of Motor Veh. Safety	1,265	1.55%
Department of Revenue	1,005	1.23%
Superior Courts of Georgia	891	1.09%
Ga. Bureau of Investigation	802	0.98%
State Board Pardons & Paroles	734	0.90%
Ga. Dept. of Agriculture	713	0.88%
Ga. Dept. of Education	651	0.80%
Georgia Technology Authority	647	0.79%
Georgia Forestry Commission	644	0.79%
George L. Smith II - GWCCA	517	0.63%
General Assembly of Georgia	483	0.59%
Ga. Dept of Community Health	450	0.55%
Ga. Dept. of Defense	426	0.52%
Ga. Dept. of Community Affairs	402	0.49%
Secretary of State	384	0.47%

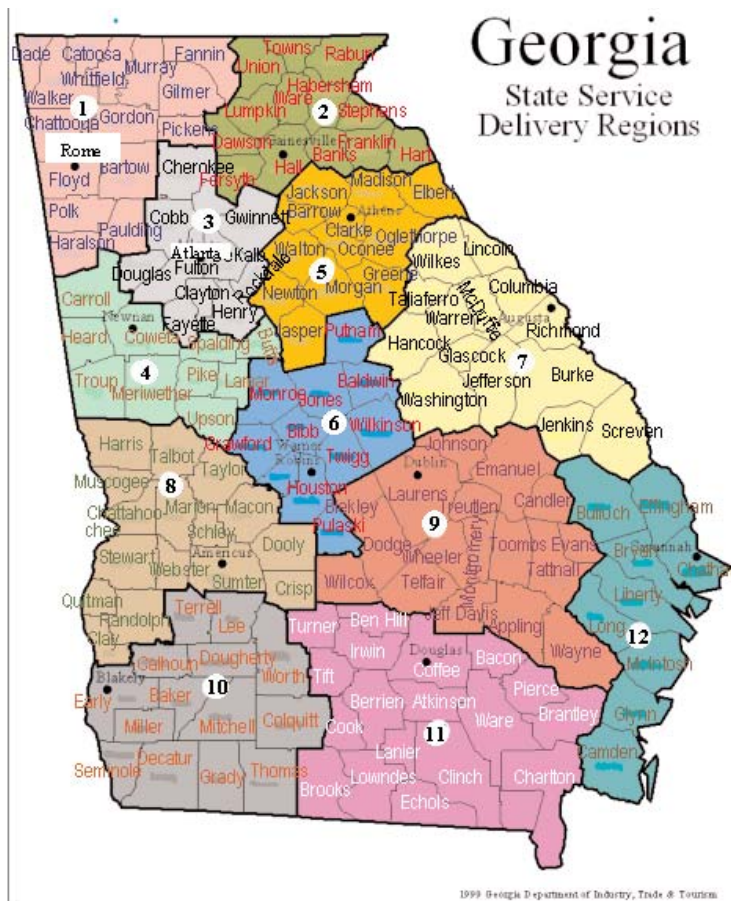
Distribution of Employees by Department (July 1, 2004 Data)		
Agency	Number of Employees	Percent of All Employees
Office of Planning and Budget	374	0.46%
Georgia Building Authority	365	0.45%
Ga. Dept. of Audits	323	0.40%
DHR-BOCOP	277	0.34%
Office of Comm. of Insurance	262	0.32%
Ga. Dept. of Admin. Services	250	0.31%
Dept. of Technical & Adult Ed.	224	0.27%
Georgia Department of Law	187	0.23%
Admin. Office of the Courts	186	0.23%
Dept of Economic Development	175	0.21%
Georgia Public Broadcasting	174	0.21%
Ga. Teachers Retirement Sys.	163	0.20%
Ga. Correctional Industries	157	0.19%
State Board of Workers' Comp	155	0.19%
Ga. Merit System of Pers. Adm.	140	0.17%
Ga. Dept. of Veterans Service	124	0.15%
GA Dept of Banking & Finance	113	0.14%
GA State Fin. & Invest. Comm.	94	0.12%
Ga. Public Service Commission	90	0.11%
Ga. Court of Appeals	85	0.10%
Office of School Readiness	80	0.10%
Ga. Employees Retirement Sys.	66	0.08%
Supreme Court	64	0.08%
Ga. Student Finance Commission	44	0.05%
Subsequent Injury Trust Fund	28	0.03%
<b>Totals:</b>	<b>81,480</b>	<b>100.00%</b>



# The Georgia Merit System

## Distribution of Employees by Region [See Map of Regions Below]

Distribution of Employees by Region (July 1, 2004 Data)			
Region Name	Region Number (on Map)	Number of Employees	Percent of All Employees
Atlanta Region	3	26,861	33.55%
Macon/Warner Robins Region	6	8,077	10.09%
Savannah Region	12	6,227	7.78%
Augusta Region	7	5,725	7.15%
Rome Region	1	5,390	6.73%
Blakely Region	9	4,822	6.02%
Dublin Region	10	4,674	5.84%
Douglas Region	11	4,649	5.81%
Americus Region	8	3,972	4.96%
Newnan Region	4	3,769	4.71%
Gainesville Region	2	3,389	4.23%
Athens Region	5	2,506	3.13%



# Total Compensation & Rewards

## Distribution of Employees in the Largest State Institutions

Distribution of Employees in the Largest State Institutions (July 1, 2004 Data)		
Type of Institution	Institution Name	Number of Employees
Correctional Facility	Georgia State Prison (Reidsville, GA)	629
	Augusta State Medical Prison (Grovettown, GA)	453
	Arrendale State Prison (Alto, GA)	442
	Valdosta/Lowndes State Prison (Valdosta, GA)	423
	Georgia Diagnostic and Classification Prison (Jackson, GA)	419
	Hays State Prison (Trion, GA)	394
	Ware State Prison (Waycross, GA)	389
State Hospital	Central State Hospital	2,435
	Gracewood State School & Hospital	1,758
	Georgia Regional Hospital at Atlanta	913
	Southwestern State Hospital	789
	Northwest Regional Hospital at Rome	752
	West Central Regional Hospital at Columbus	525
	Georgia Regional Hospital at Savannah	465
Youth Development Center	Ireland Youth Development Center	388
	Eastman Youth Development Center	333
	Macon Youth Development Center	208
	Sumter Youth Development Center	203
Rehabilitation Center	Warm Springs Rehabilitation Center	524

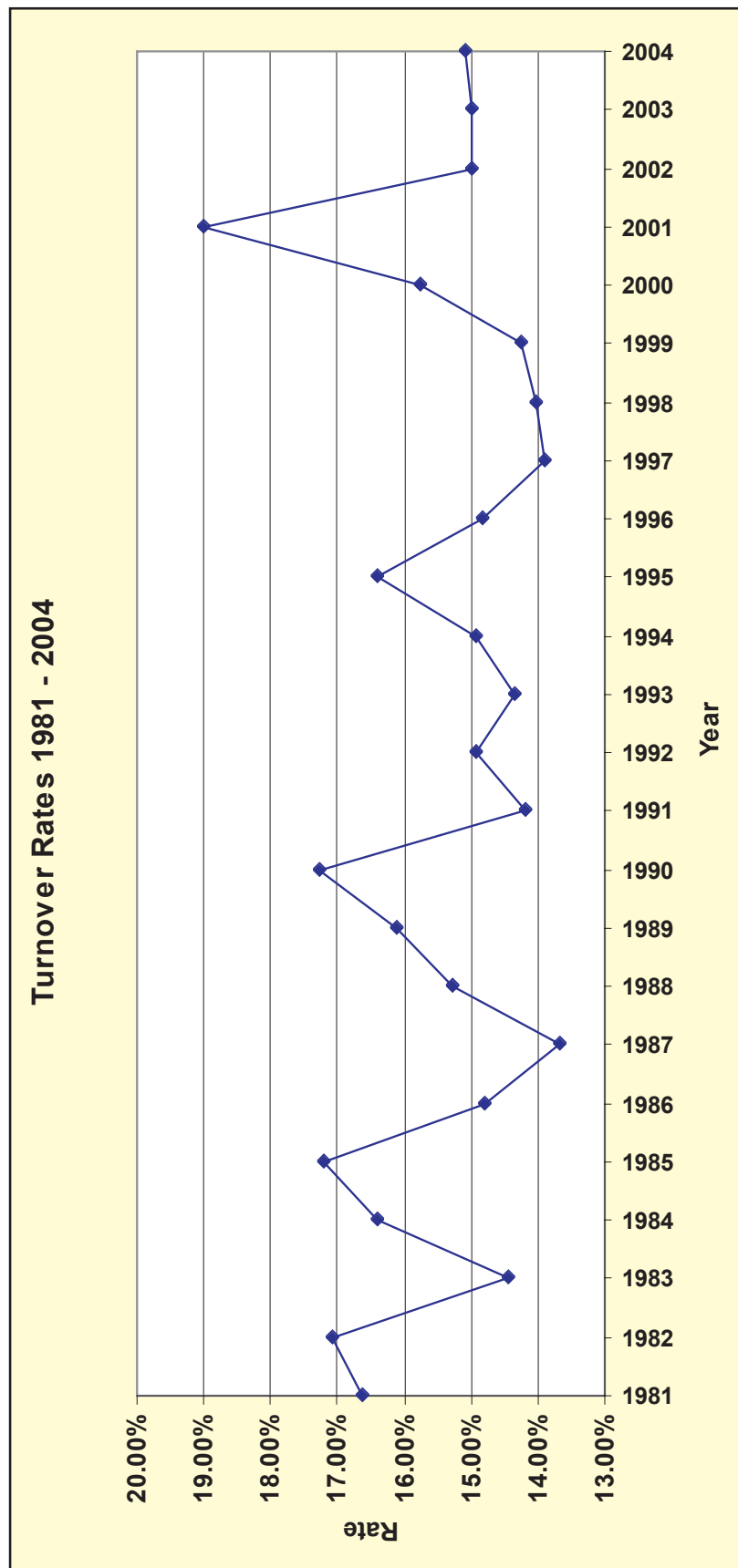
# Total Compensation & Rewards

## Distribution of Employees by Salary Grade

Distribution of Employees on the Statewide Salary Plan by Salary Grade (July 1, 2004 Data)						
Grade	Minimum	Midpoint	Maximum	Number of Employees	Percent of All Employees	Cumulative Percentage
005	\$14,172.00	\$17,340.72	\$21,866.16	577	0.81%	0.81%
006	\$15,303.36	\$19,088.88	\$24,441.36	1,040	1.46%	2.28%
007	\$16,601.52	\$21,023.52	\$27,334.32	4,487	6.31%	8.59%
008	\$18,009.12	\$23,150.88	\$30,564.96	4,448	6.26%	14.85%
009	\$19,455.36	\$25,400.40	\$34,040.40	8,384	11.80%	26.65%
010	\$21,434.88	\$27,996.96	\$37,535.76	2,711	3.81%	30.46%
011	\$23,613.60	\$30,709.20	\$41,401.92	16,818	23.66%	54.12%
012	\$25,895.28	\$33,864.96	\$45,453.36	6,093	8.57%	62.70%
013	\$28,543.20	\$37,162.08	\$49,908.48	8,932	12.57%	75.27%
014	\$31,474.08	\$40,992.72	\$55,072.08	5,009	7.05%	82.32%
015	\$34,533.36	\$45,003.36	\$60,487.20	4,787	6.74%	89.05%
016	\$37,901.28	\$49,663.20	\$66,425.52	2,544	3.58%	92.63%
017	\$41,808.96	\$54,534.96	\$73,323.60	1,858	2.61%	95.25%
018	\$45,903.12	\$59,895.12	\$80,545.92	1,470	2.07%	97.31%
019	\$50,652.96	\$66,103.92	\$88,483.44	903	1.27%	98.58%

# Total Compensation & Rewards

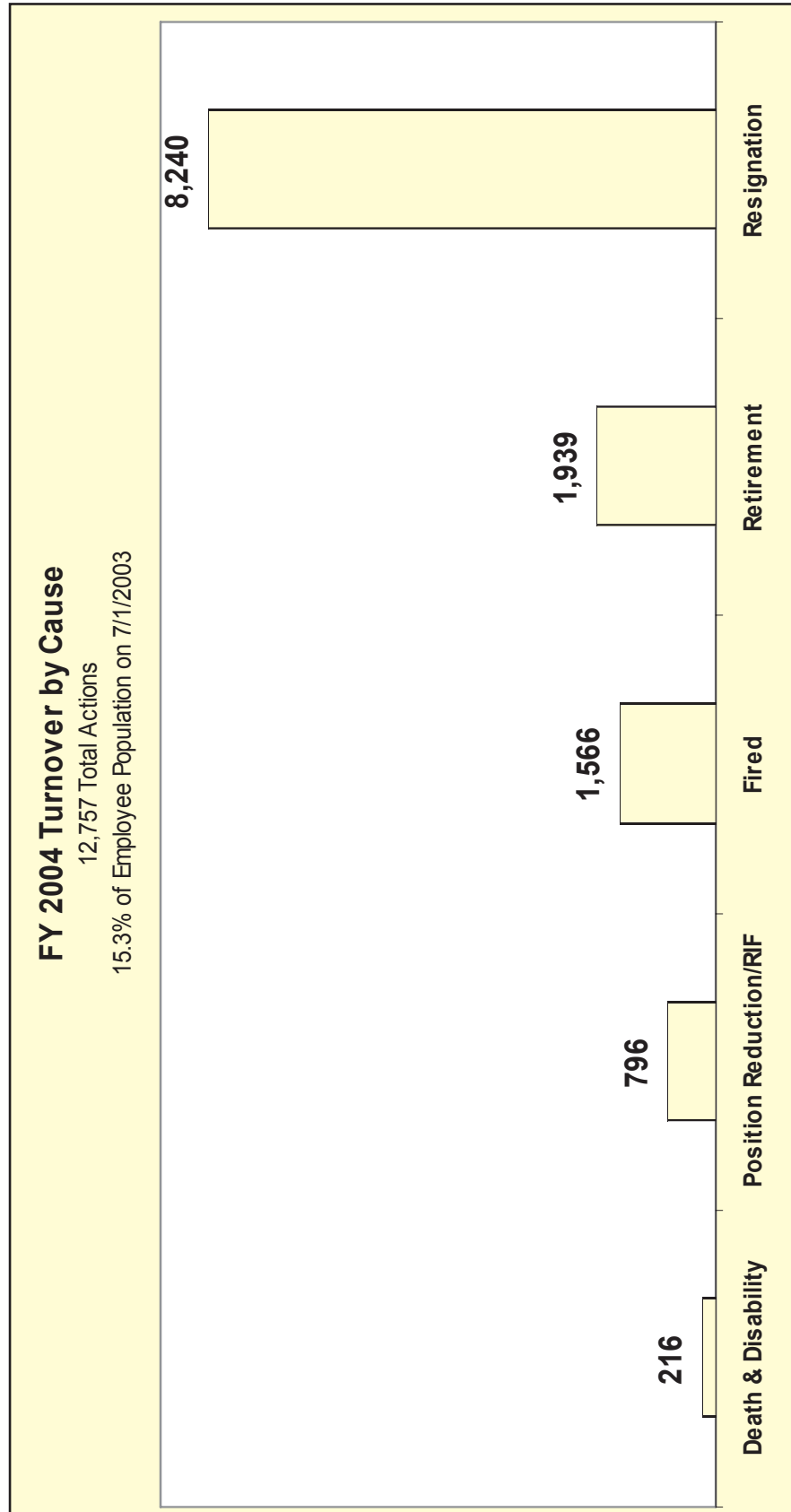
## Distribution of Employees In Largest Subfunctional Areas





# Total Compensation & Rewards

## Distribution of Employees In Jobs with the Largest Number of Incumbents



# Total Compensation & Rewards

## Distribution of Employees by Ethnic Group and Gender

Ethnic Group Totals: Comparison Between State Government and the Private Sector (July 1, 2004 Data)		
Ethnic Group	Percentage of Employees	
	Georgia State Government	Private Sector
White	54.76%	60.30%
Black	42.62%	30.90%
Hispanic	0.95%	6.20%
Asian	0.82%	2.30%
<b>Totals:</b>	99.16%	99.70%

Gender Totals: Comparison Between State Government and the Private Sector (July 1, 2004 Data)		
Gender	Percentage of Employees	
	Georgia State Government	Private Sector
Female	61.40%	46.00%
Male	38.60%	53.70%
<b>Totals:</b>	100.00%	99.70%

## Distribution of Employees by Age and Tenure

Distribution of Employees by Age and Tenure (July 1, 2004 Data)							
Tenure	Age						Totals
	25 or less	26 to 35	36 to 45	46 to 55	56 to 65	over 65	
5 or less	3,298	12,521	9,185	7,188	2,851	221	35,264
6 to 10	37	4,104	4,762	4,219	2,071	254	15,447
11 to 15		802	4,035	3,588	2,013	175	10,613
16 to 20		39	3,175	3,667	1,793	145	8,819
21 to 25			941	2,971	1,310	71	5,293
26 to 30			103	2,756	1,295	72	4,226
Over 30				1,012	753	53	1,818
<b>Totals:</b>	<b>3,335</b>	<b>17,466</b>	<b>22,201</b>	<b>25,401</b>	<b>12,086</b>	<b>991</b>	<b>81,480</b>

# Total Compensation & Rewards

## Distribution of Employees by Age and Tenure

Percentages of Employees by Age and Tenure (July 1, 2004 Data)							
Tenure	Age						Totals
	25 or less	26 to 35	36 to 45	46 to 55	56 to 65	over 65	
5 or less	4.05%	15.37%	11.27%	8.82%	3.50%	0.27%	43.28%
6 to 10	0.05%	5.04%	5.84%	5.18%	2.54%	0.31%	18.96%
11 to 15		0.98%	4.95%	4.40%	2.47%	0.21%	13.03%
16 to 20		0.05%	3.90%	4.50%	2.20%	0.18%	10.82%
21 to 25			1.15%	3.65%	1.61%	0.09%	6.50%
26 to 30			0.13%	3.38%	1.59%	0.09%	5.19%
Over 30				1.24%	0.92%	0.07%	2.23%
<b>Totals:</b>	<b>4.09%</b>	<b>21.44%</b>	<b>27.25%</b>	<b>31.17%</b>	<b>14.83%</b>	<b>1.22%</b>	<b>100.00%</b>

Distribution of Employees by Tenure			
Number of Years of Tenure	Number of Employees	Percent of All Employees	Cumulative Percentage
5 or Less	33,664	41.18%	41.18%
6 to 10	16,858	20.62%	61.80%
11 to 15	11,055	13.52%	75.32%
16 to 20	8,188	10.02%	85.33%
21 to 25	5,895	7.21%	92.54%
26 to 30	4,491	5.49%	98.04%
Over 30	1,604	1.96%	100.00%
<b>Total:</b>	<b>81,755</b>	<b>100.00%</b>	

Distribution of Employees by Age			
Employee's Age	Number of Employees	Percent of All Employees	Cumulative Percentage
25 or Less	3,571	222.63%	222.63%
26 to 35	17,819	1110.91%	1333.54%
36 to 45	22,873	1426.00%	2759.54%
46 to 55	25,773	1606.80%	4366.33%
56 to 65	10,820	674.56%	5040.90%
Over 65	899	56.05%	5096.95%
<b>Total:</b>	<b>81,755</b>	<b>5096.95%</b>	

**Note: The totals in the distributions of employees may vary slightly. This variance results from editing out incomplete or suspect data.**

# Total Compensation & Rewards

Benefit	No. Enrolled	% Active Emp.	No. Enrolled	% Active Emp.
<b>Employee Life Insurance</b>				
Life Insurance - 1	19,718	18.12	18,723	17.74
Life Insurance - 2	23,737	21.82	23,631	22.40
Life Insurance - 3	18,875	17.35	18,185	17.23
Life Insurance - 4	13,329	12.25	13,545	12.84
Life Insurance - 5	11,593	10.65	8,394	7.95
<b>Total</b>	<b>87,252</b>	<b>80.21</b>	<b>82,478</b>	<b>78.19</b>
<b>Accidental Death and Dismemberment</b>				
AD & D - 1	14,619	13.44	12,708	12.04
AD & D - 2	12,489	11.48	10,970	10.39
AD & D - 3	15,004	13.79	15,680	14.86
AD & D - 4	6,651	6.11	6,229	5.90
AD & D - 5	22,357	20.55	19,639	18.61
<b>Total</b>	<b>71,120</b>	<b>65.38</b>	<b>65,562</b>	<b>61.83</b>
<b>Spouse Life Insurance*</b>				
SL Level 1	4,448	4.08	5,577	5.28
SL Level 2	9,674	8.89	14,259	13.51
SL Level 3	20,318	18.68	17,673	16.75
SL Level 4	3,238	2.97	1,537	1.45
SL Level 5	5,530	5.08	3,111	2.94
<b>Child Life Insurance*</b>				
CL 3X	3,534	3.24	4,943	4.68
CL 6X	4,484	4.12	6,006	5.69
CL 10X	6,007	5.52	8,65	8.20
CL 15X	2,365	2.17	1,702	1.61
CL 20X	24,427	22.45	19,236	18.23
<b>Total</b>	<b>40,817</b>	<b>37.52</b>	<b>40,545</b>	<b>38.43</b>
<b>Short-term Disability Insurance*</b>				
STD + SS 30	28,248	25.97	28,888	27.38
STD - SS 30	5,275	4.84	2,003	1.89
STD + SS 07	9,019	8.29	5,205	4.93
STD - SS 07	6,907	6.35	11,229	10.64
<b>Total</b>	<b>49,449</b>	<b>45.46</b>	<b>47,325</b>	<b>44.86</b>
<b>Long-term Disability Insurance</b>				
LTD - Ret + SS	27,827	25.62	27,827	26.38
LTD + Ret + SS	13,308	12.23	10,738	10.17
LTD - Ret - SS	10,922	10.04	14,785	14.01
LTD + Ret - SS	6,083	5.59	840	0.79
<b>Total</b>	<b>58,184</b>	<b>53.49</b>	<b>54,190</b>	<b>51.37</b>
<b>Dental Insurance</b>				
Dental - Single	27,075	24.89	25,675	24.34
Dental - Family	25,850	23.76	25,698	24.36
Dental, PPO - Single	6,693	6.15	5,563	5.27
Dental, PPO - Family	7,608	6.99	5,718	5.42
Dental, PRPD - Single	3,415	3.13	3,774	3.57
Dental, PRPD - Family	4,138	3.80	4,568	4.33
<b>Total</b>	<b>74,779</b>	<b>68.75</b>	<b>70,996</b>	<b>67.30</b>
<b>Spending Accounts</b>				
SA - Health	10,407	9.56	9,212	8.73
SA - Dependent	1,071	0.98	989	0.93
<b>Total</b>	<b>11,478</b>	<b>10.55</b>	<b>10,201</b>	<b>9.66</b>
<b>Legal Insurance*</b>				
Legal Ins - Single	6,660	6.12	5,171	4.90
Legal Ins - Family	6,993	6.42	5,142	4.87
<b>Total</b>	<b>13,653</b>	<b>12.55</b>	<b>10,313</b>	<b>9.77</b>
<b>Long Term Care*</b>				
LTC - Base	2,882	2.64	2,293	2.177
LTC - Inflation Prot.	311	0.28	198	0.18
LTC - Red. Pd. Up	219	0.20	161	0.15
LTC - Inft./Red	139	0.12	80	0.07
<b>Total</b>	<b>3,551</b>	<b>3.26</b>	<b>2,732</b>	<b>2.58</b>
<b>Vision Insurance</b>				
Vision - Single	23,144	21.27	22.17	17.152
Vision - Family	20,899	19.21	20.63	15.362
<b>Total</b>	<b>44,043</b>	<b>40.49</b>	<b>42.80</b>	<b>32,514</b>

\*Does not include pre-tax reductions



# Total Compensation & Rewards

## Peach State Reserves

### (The Georgia Retirement Investment Plan)

The world equity markets continued to experience overall positive returns during the fiscal year. Correspondingly:

- ☐ Assets in Peach State Reserves over the last fiscal year have increased by 19 percent.
- ☐ Overall assets reached \$672,209,028.
- ☐ Overall enrollment in Peach State Reserves over the last fiscal year was 38,138.

### Total Plan Assets and Enrollment including Employer Contributions and Rollovers

#### 457 Plan

	Enrolled	Change	% Change	Assets	Change	% Change
6/30/2002	18,483	516	3%	426,264,224	(38,844,107)	-8%
6/30/2003	18,056	(427)	-2%	440,397,783	14,133,559	3%
6/30/2004	17,655	(401)	-2%	499,265,062	58,867,279	-13%
	% Change FY 02 - 04		-4%			-17%

#### 401(k) Plan

	Enrolled	Change	% Change	Assets	Change	% Change
6/30/2002	19,362	2,724	16%	88,704,779	21,789,565	33%
6/30/2003	20,613	1,251	6%	123,461,165	34,756,386	39%
6/30/2004	20,483	(130)	-1%	172,943,965	49,482,800	40%
	% Change FY 02 - 04		6%			95%

#### 457 and 401(k) Plans combined

	Enrolled	Change	% Change	Assets	Change	% Change
6/30/2002	37,845	3,240	9%	514,969,003	(17,054,542)	-3%
6/30/2003	38,669	824	2%	563,858,948	48,889,945	9%
6/30/2004	38,138	(531)	-1%	672,209,028	108,350,080	19%
	% Change FY 02 - 04		1%			31%

# *Total Compensation & Rewards*

## ***Worklife Benefits***

### **Employee Assistance Program**

The Employee Assistance Program (EAP) provides consultation, coaching, and counseling to any employee, supervisor or manager who has business or personal issues or concerns that could negatively affect job performance, attendance or behavior. Typical issues include, but are not limited to, family problems, stress and depression, alcohol and other drug problems, and workplace conflicts. Program Consultants help identify problem(s), determine a course(s) of action, provide short-term problem resolution services and generate referrals to sources outside of state government.

- ☐ Counseled 176 staff.
- ☐ Addressed 33 different issues.

### **Wellness Program**

The Georgia Merit System has formed a partnership with the Department of Community Health to promote healthy lifestyles and to encourage a greater understanding of wellness throughout the state. The purpose of the Wellness Program is to promote healthy lifestyles for employees and to improve the physical and mental health of employees through a variety of wellness/fitness activities. The intent is to create a culture of wellness to improve the overall quality of life for employees and their families. At wellness fairs, attendees have access to educational tools and resources that include, but are not limited to; flu shots, blood pressure checks, Body Mass Index (BMI) tests, massages, and bone density tests. Both the EAP and Wellness program have the potential to reduce the costs associated with worker's compensation claims, medical claims and absenteeism. This year, the wellness program:

- ☐ Reached 1,095 direct wellness contacts.
- ☐ Two Lunch and Learns were held on stress management and personal investment.
- ☐ Conducted three Wellness Fairs that attracted over 1,500 attendees (a 10 percent improvement over FY 2003).

### **Employee Recognition Program**

State Employee Recognition is an annual event held in conjunction with National Public Service Recognition Week to celebrate the important contributions of state employees. A formal ceremony and Proclamation signing was held on May 5, 2004. As an expansion of the program, three high schools from outside of the metro area performed at the capitol and the Statewide Planning Committee partnered with the Georgia Building Authority to sponsor a Blood Drive provided by the American Red Cross.

- ☐ One hundred and four nominations were submitted from 33 state agencies representing a 25 percent increase in participation.
- ☐ Seven award winners and fourteen honorable mentions were recognized in the seven award categories of customer service, community service, heroism, innovations/suggestions, safety, teamwork, and leadership.
  - ❖ Two employees were recognized for 40 years of service with the State of Georgia.
  - ❖ Three employees received recognition for their adopted suggestions.
  - ❖ National recognition and publicity was received from the National Association of State Personnel Executives (NASPE).

# Total Compensation & Rewards

## Worklife Benefits, continued

### State Charitable Contributions Program

In 1982, the Georgia General Assembly passed legislation that authorized the creation of the SCCP to provide opportunities for state and Board of Regents employees to donate to their choice of over 1,200 charities through payroll deduction. During FY 2004, state employees and employees of the Georgia University System contributed \$2.5 million to various non-profit organizations throughout the state.

### Faithful Service Awards

The creation of the Faithful Service Awards Program was authorized by the 1957 Georgia General Assembly. State employees are recognized annually, beginning with five years of total service and every five years thereafter. In FY 2004, GMS:

- ☐ Presented 13,364 awards based on graduated years of service.
- ☐ Presented 830 awards to retirees with 30 or more years of service.
- ☐ Presented 1,196 awards to retirees with less than 30 years of service.

This year, departmental coordinators accessed Faithful Service Awards online for award records, to update monthly Error Lists online, and to run queries for future eligibility of employees or history of past awards issued.

### Work Away Initiative

Work Away is a statewide, year-round telework and flexible work schedule options initiative for state government. Participating agencies help support Governor Sonny Perdue's commitment to provide a more flexible work environment for state employees. The initiative helps retain valued employees and recruit quality applicants. In fiscal year 2004, GMS:

- ☐ Presented a live videoconference via GSAMS to 12 locations. This videoconference featured members of the public and private sectors highlighting the benefits of participating in Work Away.
- ☐ Provided 26 telework training sessions for state agencies.
- ☐ Collaborated with Georgia Technology Authority to provide agencies with PeopleSoft capability to document employee telework activity and calculate associated environmental and commute savings.
- ☐ Reported 21,344 employees participating in the Work Away initiative since its official launch on September 9, 2003.

### Employee Suggestion Program

The program was created by O.C.G.A § 45-21-1 to encourage employees to make suggestions for improving state government operations for effectiveness and efficiency and thereby save taxpayer dollars. State employees can make and track their suggestions on-line. Departmental coordinators can also read and evaluate suggestions on-line.

- ☐ Thirty-one suggestions were submitted.
- ☐ Total savings amount for this period was \$36,804.
- ☐ The State Personnel Board approved and adopted three employees' suggestions that generated both tangible and intangible benefits.
- ☐ Three employees received monetary awards for submitting cost-savings procedures.

# Recruitment and Staffing Services

## Recruitment and Staffing Services

The Recruitment and Staffing Services Program includes three sub-programs: Testing and Selection, Recruitment, and Job Information and Marketing. The Testing and Selection sub-program provides a fair, consistently applied and cost-effective means to test large numbers of job applicants for competencies and specific job skills/knowledge for state agencies. Statewide test centers provide applicants with reasonable access to compete for state jobs. The Recruitment sub-program is designed to attract high caliber applicants to state government. This area provides a web-enabled job posting and applicant tracking system with continuous (i.e. 24/7) access to job opportunities. Specialized recruitment initiatives for hard to fill, high profile and unique jobs are undertaken to maximize the limited recruitment resources of agencies. This sub-program also evaluates the training and experience of applicants to ensure that they meet the minimum qualifications for the jobs. The Job Information and Marketing sub-program provides a central point of contact for the general public seeking to learn about job opportunities, career choices and procedures involved in securing state jobs. Program staff provide career guidance, resume building assistance and other job search assistance. Outreach initiatives such as career fairs and on-site presentations to colleges, universities, technical schools and targeted recruitment groups, such as minority and professional organizations, are utilized to disseminate information highlighting state government as a career of choice.

## Medical and Physical Exam Program

The Georgia Assembly passed legislation that created MAPEP in 1961, in accordance with O.C.G.A. § 45-2-40. Program guidelines are reviewed and revised periodically to reflect up to date position requirements, current industry best practices in medical and physical standards, and state and federal legislation. In 2004, the Georgia Merit System facilitated a review of the MAPEP guidelines. The revisions were made by the Medical Review Panel comprised of a team of physicians. Recommended policies, procedures, forms and processes for determining and applying the standards were incorporated into the 2004 MAPEP Manual. The Georgia Merit System continued to coordinate medical and physical case reviews for agencies and provided human resource consultation services. The following table indicates the FY 2004 MAPEP examinations conducted:

MAPEP Table 1.0	<u>Form Review</u>	<u>Physical Review</u>
<b>Cat 1 - Sedentary</b> (Office Worker, Manager, Administrator)	11	16
<b>Cat 2 - Active</b> (Storekeeper, Laundry Worker, Heavy Equipment Operator, etc.)	2	4
<b>Cat 3 - Food Handling</b> (Kitchen Worker, Butcher, Meat Inspector)	3	7
<b>Cat 4 - Health Related</b> (Nurses, Physicians, Health Service Technicians, etc.)	9	10
<b>Cat 5 - Law Enforcement</b> (Trooper, Transportation Enforcement Officers, Special Agents, etc.)	198	339



# Recruitment and Staffing Services

## Substance Abuse Testing

The State's alcohol and drug testing program began in July 1990 with the passage O.C.G.A § 45-20-90 et seq., which required pre-employment and random drug screening for employees who regularly perform high-risk and safety sensitive work . The program expanded following the publication of US DOT "Procedures for Transportation Workplace Drug Testing Programs" (49 CFR 40) and the Federal Motor Carrier Safety Administration's "Controlled Substances and Alcohol Use and Testing" procedures (49 CFR 382). In addition, GMS provides Medical Review Officer services, the random selection program, expert technical consultation and assistance on state and federal testing regulations, policies, procedures, and best practices.

Type of Test	Tested
Pre-employment	7,860
Random	7,328
Post Accident	53
Reasonable Suspicion	46
Return to Duty	9
Follow-up	3
Periodic Medical	81
Other	482
Not indicated	228
TOTALS	22,070

This year:

- ☐ There were 138 participating entities.
- ☐ A total of 16,094 drug tests were performed for 83 agencies/departments and 13 colleges and universities.

## The Jobsite

- ☐ Almost 448,000 jobs applied for from applicants for jobs posted during FY 2004 (an increase of 17 percent over FY 2003).
- ☐ A daily average of 297 job postings were displayed, and 58,002 new applicants put their resume information into the applicant database.
- ☐ Seventy-two different state entities post jobs as part of their recruitment efforts.

## Applicant Assessment Services

- ☐ Assisted agencies with the screening of applicants by administering almost 30,000 written tests - an increase of 25 percent over FY2003. Of that total, 82 percent was at a specific agency's request for jobs unique to that agency. Staff made decisions on 91,943 requests for evaluations of minimum job qualifications by applicants, an increase of almost 30 percent over the previous year.
- ☐ Provided customized recruitment and selection services to the Governor's Office and to the House of Representatives in screening over 300 applicants for a variety of positions.
- ☐ Partnered with the Department of Juvenile Justice in the development and implementation of a test administration and scoring process for a new selection procedure for Juvenile Correctional Officer.
- ☐ Provided job information and testing opportunities to over 1,700 applicants through presentations at job fairs and college recruitment trips.

## ***Publications and Reports***

### **Employee Communication**

- ☐ In a collaborative effort with the Department of Community Health, The 2004-2005 Open Enrollment Booklet informed state employees about state benefit options for the plan year. The theme for this year's book was "*Life Changes.*"
- ☐ In FY 2004, the Merit System continued to publish and distribute *The Georgia Statement*, a statewide employee newsletter, and *Executive Vision*, a newsletter distributed to the Governor's Office, the General Assembly, commissioners, executive directors, HR directors and senior management.

### **The State Directory**

- ☐ The 2003-2004 state directory provided a comprehensive list of telephone and fax numbers of key contacts in state government. Information is submitted by government entities for inclusion in the directory.

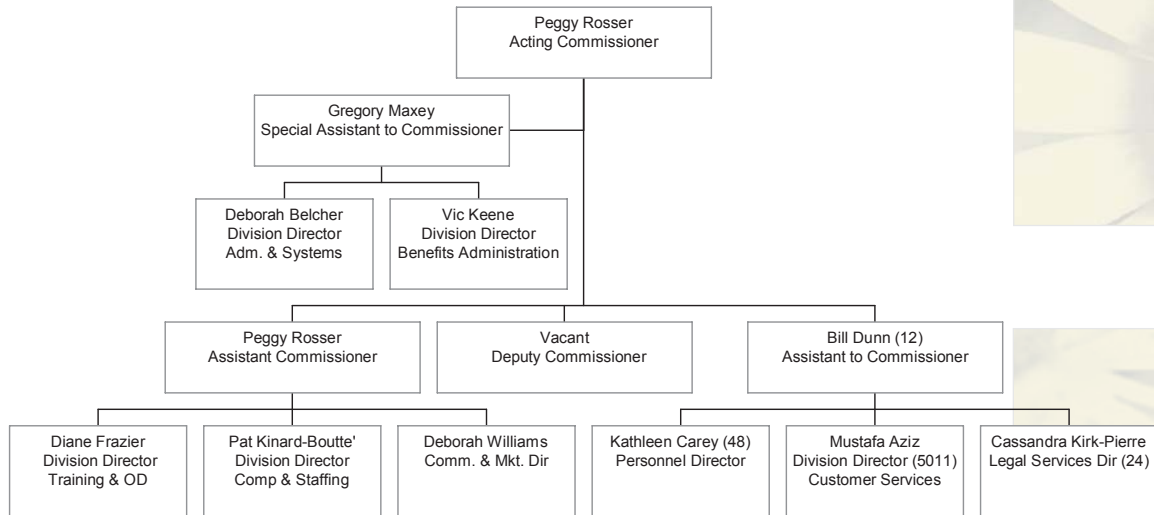
### **Presentations, Publications and Reports**

- ☐ CHAMP: Automated Competency-based Tools for Workforce Selection and Development. Presented at the 2003 National Conference of the International Personnel Management Association.
- ☐ Overview of Succession Planning. Presented for the Department of Motor Vehicle Safety and at the Annual Conference of the Georgia Correctional Association.
- ☐ Using Competencies in Career Banding and Succession Planning. Presented at the 2004 Georgia Workforce Planning and Development Conference.
- ☐ Competencies 101: Developing Competency Profiles for Career Banding. Presented to the Statewide Career Banding Initiative Technical Group.
- ☐ Competencies 101: Developing Competency Profiles for Career Banding. Presented to the Human Resources, Medical and Healthcare Professions, and Support Services Subject Matter Expert Groups of the Statewide Career Banding Initiative.
- ☐ Competencies 101: Developing Competency Profiles for Career Banding. Presented to the Generational Differences Workforce: What Employees Want - What Bosses Want. Presented at the Annual Conference of the Georgia Correctional Association (200 members).
- ☐ Statewide Workforce Plan for FY 2006, included an analysis of FY 2005 diversity, competency, and staffing gap; and acquisition, development, and retentions strategies reported by agencies for critical management, professional, and non-professional positions.



# The Georgia Merit System

## Leadership Team





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